

Quality Assurance Guidelines
For Projects in
Texas State Agencies

Guidelines and Model Process Manual

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1. PURPOSE OF THE MANUAL

The Texas Government Code, Chapter 2054, Subchapter G, Sections 2054.151-2054.157 (Information Resources Management Act, IRMA) requires that each state agency “develop and implement its own internal quality assurance (QA) procedures¹.” Using these procedures will help information resources technologies projects to be successfully completed on time and within budget, and to provide the outcomes that were planned. It has been determined that these procedures should “make use of widely adopted, non-proprietary standards, guides, and templates wherever possible².” The Quality Assurance Guidelines project provides materials that can be used by agencies to develop their own approach to achieving the legislature’s goals.

The deliverables of the project are the model quality assurance processes that are the main elements of this document. A model quality assurance process is a simple set of activities that describe what should be done to ensure that information resources technologies projects will be successfully completed on time and within budget, and that the projects will provide the outcomes that were planned. Agencies are expected to tailor these model processes, templates, and checklists to fit their specific needs, then use those as standards for their organizations to follow.

The material presented in this manual is *not* intended to be a tutorial on the subject matter. Readers are expected to be familiar with the topics discussed, or have access to the training needed to effectively implement the guidelines.

The processes, templates, and checklists contained here will evolve as agencies implement them and perform the process improvement activities identified in the Post-Project Reviews guideline. It is expected that the DIR will continuously review agency implementations of this material, and extract the best adaptations for inclusion in the model processes. This will provide a mechanism for inter-agency learning, allowing each to improve based on the experiences of others.

The processes contained in this manual are summarized in the following table.

Model Process	Summary
Process for Analyzing and Managing Project Risk	Project teams use this process to identify and proactively manage the risks on their project.
Process for Project Planning	This process provides a framework for software development and software maintenance teams to develop their Project Development Plans.
Process for Determining the Benefits and Costs of	This process is used for developing, monitoring, and revising benefit and cost information as projects are

¹ Texas Government Code, Chapter 2054, Subchapter G, Section 2054.151(b)

² Department of Information Resources Invitation to Negotiate, August 10, 1999, Section 2

Model Process	Summary
Information Resources Projects	implemented.
Process for Project Monitoring and Control	Project managers and project teams use this process to ensure the team is making satisfactory progress to the project goals.
Process for Post Project Reviews	This process consists of activities performed by a project team at the end of the project's life cycle (or at the end of significant phases of work) to gather information on what worked well and what did not, so that future projects can benefit from that learning.
Process for Evaluating the Effectiveness and Efficiency of Information Resources Projects	This process is designed to help an agency determine the measures it needs to evaluate project effectiveness and efficiency, and how to set up an appropriate measurement process.

The six model processes contained in this manual are structured identically:

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| 1. Purpose of Process or Procedure | Describes what the process is intended to do and why it is necessary |
| 2. Scope of the Process | Specifies the conditions under which the process applies (entry and exit criteria.) Includes a table showing how to tailor the process based on project characteristics, such as project type, size, and complexity. |
| 3. Roles in the Process | Identifies the roles having responsibility, accountability and authority within the scope of the process. |
| 4. Graphical Overview of the Process | A Rummler-Brache (swim lane) Diagram showing activities in the workflow or the process by role |
| 5. Activity Description | A step-by-step description of how the process is executed, including use of applicable tools, templates and checklists. |
| 6. Measures | Describes measurement of process activity, useful in determining the effectiveness of the process. |
| 7. Verification Activities | Describes the activities needed to assure that the process is being correctly followed, and that it is useful. |
| 8. Document Control | Contains a revision history for the process document. |

Appendices are also provided, and may include:

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| Additional Resources | A list of resources available for additional information about the process. |
| Supporting Templates | Templates for artifacts described in the process. |
| Supporting Checklists | Checklists for evaluating artifacts produced in the process, or used as tools within the process. |